



Roll No.

**PRESIDENCY UNIVERSITY  
BENGALURU**

**SCHOOL OF MANAGEMENT**

**MID TERM EXAMINATIONS**

Sem & AY: Odd Sem 2019-20

Course Code: HRM 202

Course Name: RECRUITMENT AND SELECTION

Program & Sem: MBA & III

Date: 21.10.2019

Time: 1.30 PM to 3.00 PM

Max Marks: 40

Weightage: 20%

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**Instructions:**

(i) *Write Legibly*

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**Part A [Memory Recall Questions]**

**Answer all the Questions. Each Question carries two marks. (3Qx2M=6M)**

1. Identify the necessity for a robust recruitment process  
[CO No: 1, Knowledge]
2. Discuss why recruiting Generations Y and Z deserves special attention from Organizations.  
[CO No: 1, Comprehension]
3. Explain the various HRP activities.  
[CO No: 2, Comprehension]

**Part B [Thought Provoking Questions]**

**Answer all the Questions. Each Question carries five marks. (4Qx5M=20M)**

4. Discuss how you would frame a recruitment policy for a food delivery platform which combats high delivery agent's attrition levels.  
[CO No: 1, Comprehension]
5. Why is induction important for organizations? Explain the steps involved.  
[CO No: 1, Comprehension]
6. Explain, with suitable illustration, the Strategic HRP Model.  
[CO No: 2, Comprehension]
7. Discuss the process of HRP forecasts using workload analysis.  
[CO No: 2, Comprehension]

### Part C [Problem Solving Questions]

Answer the Question. The Question carries fourteen marks. (1Qx14M=14M)

8. An e-commerce company in India founded in 2015 have grown into one of the most popular with over 250 million users within 4 years. The company is expanding into payments, online market spaces, investments, mutual funds etc. The company receives around 800 CVs every month. The staffing needs of the company change constantly. The entire recruitment process is done by four people and the company is finding hard to carry out the hiring process. The HR faces challenges such as lack of time, administrative hassles, handling inflow of applications, tracking applicants, scheduling etc. without a proper HR planning the company suffer from skills shortages as well.

a) Explain how this organization can use e-recruitment successfully.

[4 Marks] [CO No: 1, Comprehension]

b) Choose a suitable manpower forecasting method for the firm. Justify your choice. The forecast should take into account the present and future skill requirements.

[10 Marks] [CO No: 2, Application]



## SCHOOL OF MANAGEMENT

**Semester:** Odd SEM 2019-20

**Course Code:** HRM 202

**Course Name:** Recruitment and Selection

**Date:** 21-Oct-2019

**Time:** 1.30 – 3 PM

**Max Marks:** 40

**Weightage:** 20%

### Extract of question distribution [outcome wise & level wise]

Q.NO	C.O.NO (%age of CO)	Unit/Module Number/Unit /Module Title	Memory recall type	Thought provoking type	Problem Solving type	Total Marks
			[Marks allotted] Bloom's Levels	[Marks allotted] Bloom's Levels	[Marks allotted]	
			K	C	A	
1, 2, 4, 5, 8a	1 (45%)	1	4	10	4	18
3, 6,7, 8b	2 (55%)	2	2	10	10	22
	Total Marks		6	20	14	40

K =Knowledge Level C = Comprehension Level, A = Application Level

Note: While setting all types of questions the general guideline is that about 60%

Of the questions must be such that even a below average students must be able to attempt, About 20% of the questions must be such that only above average students must be able to attempt and finally 20% of the questions must be such that only the bright students must be able to attempt.

I hereby certify that all the questions are set as per the above guidelines. [Name of faculty]

Reviewer's Comments:

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## Annexure- II: Format of Answer Scheme



### SCHOOL OF MANAGEMENT

#### SOLUTION

Semester: Odd SEM 2019-20

Course Code: HRM 202

Course Name: Recruitment and Selection

Date: 21-Oct-2019

Time: 1.30 – 3 PM

Max Marks: 40

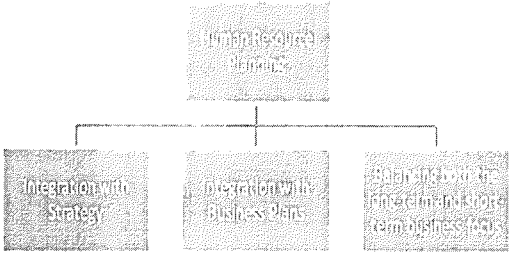
Weightage: 20%

#### Part A

(3Q x 2M = 6 Marks)

Q No	Solution	Scheme of Marking	Max. Time required for each Question
1	<ul style="list-style-type: none"><li>Identifying suitable candidates for a job</li><li>Attracting those identified candidates to apply for the job</li><li>Framing suitable medium to draw the attention of prospective job seekers</li><li>Adopting strategies making use of technology, social media, and big data to get access to global talent pool and make them the prospective candidates for the job</li></ul>	0.5 Mark for each point	4 Mins
2	For effective recruitment, selection and framing of retention strategies for generation Y, we need to assess expectancy value and goal setting norms. Retention of generation Z could be a great challenge, as they would be restless for leadership roles, like a natural entrepreneur. Large number of generation Z people is engaged by Samsung, Facebook, and Google as apprentices.	1 Marks each	4 Mins
3	HRP consists of a series of activities, which can be listed as under: <ul style="list-style-type: none"><li>Forecasting future manpower requirements</li><li>Preparing an inventory of present manpower</li><li>Anticipating problems of manpower</li><li>Meeting manpower requirements</li><li>Planning for manpower redundancy</li></ul>	Any 4 points 0.5 Marks each	4 Mins



Q No	Solution	Scheme of Marking	Max. Time required for each Question
4	Framing a recruitment policy Explanation of the policy with justification	2.5 Marks 2.5 Marks	12 Mins
5	<p>Induction or orientation programme of an organization is a process to guide and counsel the employees to familiarize them with the job and the organization. It helps to clarify the terms and conditions of employment, specific job requirements and also to inculcate confidence in the minds of the new entrants.</p> <p>An induction programme essentially involves following steps:</p> <ol style="list-style-type: none"> <li>1. <b>General Orientation:</b> It includes guided tours in different departments of an organization, introduction with fellow employees, supervisors and executives, information about the organizations' mission, philosophy, achievements and future plans, etc.</li> <li>2. <b>Specific Orientation:</b> This is intended to help new employees to get acclimatized with their new work environment. The supervisor or the departmental boss of the employee takes him/her on round to his place of work and impart vocational guidance for his particular nature of work.</li> <li>3. <b>Follow-up orientation:</b> This orientation is conducted after some time of initial induction of an employee, i.e. preferably within a period of six months or so. The purpose of such orientation is to give guidance and counsel to the employees to ensure that they are reasonably satisfied and gradually settling with the organization.</li> </ol>	Explanation - 2 Marks Each step - 1 Mark	12 Mins
6	 <p>SHRP requires alignment of organizational HRP with their business and strategies, so</p>	Illustration – 2 Marks Explanation – 3 Marks	12 Mins





	that suitable manpower availability cannot become a deterrent factor in achieving the business results. Critical value of human resources in organizational sustenance and growth is now acknowledged. But such critical value can only be harvested when the flow of human resources is ensured through SHRP.		
7	Workload Analysis – factors to consider like man hours, time etc Example	2.5 Marks each	12 Mins

**Part C**

(1Q x14 M =14 Marks)

<b>Q No</b>	<b>Solution</b>	<b>Scheme of Marking</b>	<b>Max. Time required for each Question</b>
8 a)	Explain how this organization can use e-recruitment successfully.		10 Mins
8 b)	Choose a suitable manpower forecasting method for the firm. Justify your choice. The forecast should take into account the present and future skill requirements.		20 Mins





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**PRESIDENCY UNIVERSITY  
BENGALURU**

**SCHOOL OF MANAGEMENT**

**END TERM FINAL EXAMINATION**

**Semester:** Odd Semester: 2019-20

**Course Code:** HRM 202

**Course Name:** RECRUITMENT AND SELECTION

**Program & Sem:** MBA & III

**Date:** 02 January 2020

**Time:** 1:00 PM TO 4:00 PM

**Max Marks:** 80

**Weightage:** 40%

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**Instructions:** i. Read the Questions and answer accordingly.

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**Part A [Memory Recall Questions]**

**Answer all the Questions. Each Question carries 4 marks (5Qx4M=20M)**

1. Bring out the important challenges faced in Recruitment and Selection of potential candidates in modern organizations. (C.O.No.1) [Knowledge]
2. Name five important objectives of Human Resource Planning. (C.O.No.2) [Knowledge]
3. What are the five domains of emotional intelligence according to Goleman? (C.O.No.3) [Knowledge]
4. Explain any 5 important types of Interviews. (C.O.No.4) [Knowledge]
5. Based on nature and duration of assignment classify the types of global recruitment and selection. (C.O.No.5) [Knowledge]

**Part B [Thought Provoking Questions]**

**Answer all the Questions. Each Question carries 10 marks. (3Qx10M=30M)**

6. Illustrate the Steps for developing effective recruitment and selection strategies. (C.O.No.4) [Comprehension]
7. Describe the important sources of recruitment. (C.O.No.2) [Comprehension]



## SCHOOL OF MANAGEMENT

**Semester:** End Sem 2019-20

**Course Code:** HRM202

**Course Name:** Recruitment and Selection

**Date:** 02-01-2020

**Time:** 3hrs

**Max Marks:** 80 marks

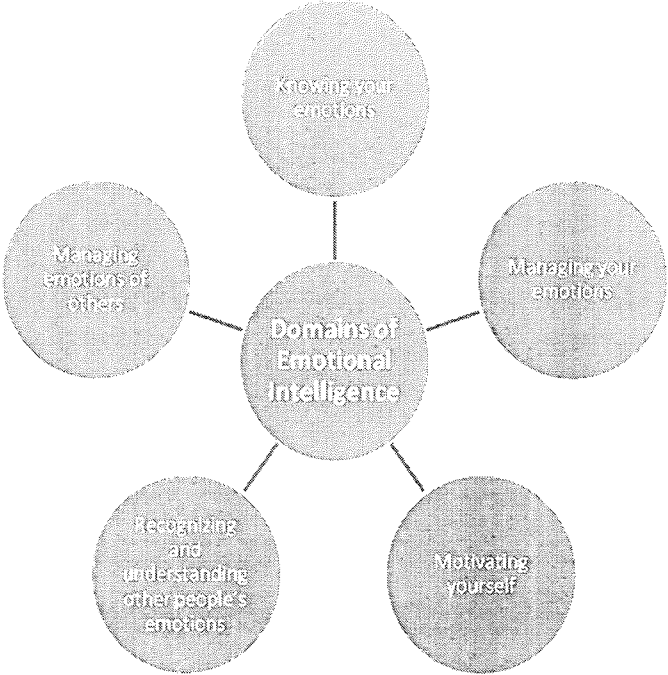
**Weightage:** 40%

### Extract of question distribution [outcome wise & level wise]

Q.NO	C.O.NO	Unit/Module Number/Unit /Module Title	Memory recall type [Marks allotted] Bloom's Levels			Thought provoking type [Marks allotted] Bloom's Levels			Problem Solving type [Marks allotted]			Total Marks
			K			C			A			
1	C.O.1	Module 1		K								4
2	C.O.2	Module 2		K								4
3	C.O.3	Module 3		K								4
4	C.O.4	Module 4		K								4
5	C.O.5	Module 5		K								4
6	C.O.4	Module 4					C					10
7	C.O.2	Module 2					C					10
8	C.O.1	Module 1					C					10
9	C.O.3	Module 3								A		30
	<b>Total Marks</b>			20			30			30		80

K = Knowledge Level C = Comprehension Level, A = Application Level

Note: While setting all types of questions the general guideline is that about 60%

	<p>3.To achieve efficiency of work in all spheres.</p> <p>4. To ensure cost minimization.</p> <p>5. To eliminate all types of wastages including waste of time.</p> <p>6.To maintain required levels of skill and competency, matching present and future needs of the organization.</p>		
3		<b>All 5 domains with explanation 5 marks</b>	<b>10 minutes</b>
4	<ol style="list-style-type: none"> <li>1. Panel Interview</li> <li>2. Depth Interview</li> <li>3. Stress Interview</li> <li>4. Formal Interview</li> <li>5. Group Interview</li> </ol>	<b>Any 5 with explanation 5 marks</b>	<b>10 minutes</b>
5	<ol style="list-style-type: none"> <li>1. Short-term assignment – For a maximum period of three months</li> <li>2. Extended assignment - Between three months and one year time frame</li> <li>3. Long-term assignment - More than one year</li> <li>4. Commuter assignment – Posting in difference countries with provisions for weekly or bi-weekly commuting between workplace and home. This is very common in European countries.</li> <li>5. Rotational assignment – When posting is done on rotation basis. This is commonly practiced by petroleum and oil companies for staffing their oil rigs in different countries.</li> <li>6. Contractual assignment – More common for IT companies in the form of deputing their employees to clients’ site.</li> <li>7. Virtual assignment – Followed for managing operations</li> </ol>	<b>Any 5 with explanation 5 marks</b>	<b>10 minutes</b>

	<p>with the job and the organization.</p> <p>It helps to clarify the terms and conditions of employment, specific job requirements and also to inculcate confidence in the minds of the new entrants.</p> <p>Induction helps in achieving following objectives:          Introducing new employees with the organizational environment, mission, history, traditions, challenges, policies and expectations from employees          Creating a positive attitude in the minds of the new employees          Creating proper awareness to understand the business of the organization          Providing opportunity to interact with other fellow employees and also with other managerial employees of the organization          An induction programme essentially involves following steps:</p> <ol style="list-style-type: none"> <li>1. <b>General Orientation:</b> It includes guided tours in different departments of an organization, introduction with fellow employees, supervisors and executives, information about the organizations' mission, philosophy, achievements and future plans, etc.</li> <li>2. <b>Specific Orientation:</b> This is intended to help new employees to get acclimatized with their new work environment. The supervisor or the departmental boss of the employee takes him/her on round to his place of work and impart vocational guidance for his particular nature of work.</li> <li>3. <b>Follow-up orientation:</b> This orientation is conducted after some time of initial induction of an employee, i.e. Preferably within a period of six months or so. The purpose of such orientation is to give guidance and counsel to the employees to ensure that they are reasonably satisfied and gradually settling with the organization.</li> </ol>	<p>Stages of Induction-5marks</p>	
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**Part C**

(1 x 14 = 14 Marks)

Q No	Solution	Scheme of Marking	Max. Time required for each Question
8	<ol style="list-style-type: none"> <li>a) Sources of recruitment for all three clients and for all three roles. Preferably any 5 external sources should be recommended.</li> <li>b) Selection process for all three roles should be shown in a matrix form.</li> </ol>	<ol style="list-style-type: none"> <li>a) Any 5 external sources for 3 roles 15 marks.</li> <li>b) selection process of all 3 roles 15 marks</li> </ol>	60 minutes



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BENGALURU**

**SCHOOL OF MANAGEMENT**

**END TERM FINAL EXAMINATION**

**Semester:** Odd Semester: 2019-20

**Course Code:** HRM 202

**Course Name:** RECRUITMENT AND SELECTION

**Program & Sem:** MBA & III

**Date:** 02 January 2020

**Time:** 1:00 PM TO 4:00 PM

**Max Marks:** 80

**Weightage:** 40%

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**Instructions:** i. Read the Questions and answer accordingly.

---

**Part A [Memory Recall Questions]**

**Answer all the Questions. Each Question carries 4 marks (5Qx4M=20M)**

1. Bring out the important challenges faced in Recruitment and Selection of potential candidates in modern organizations. (C.O.No.1) [Knowledge]
2. Name five important objectives of Human Resource Planning. (C.O.No.2) [Knowledge]
3. What are the five domains of emotional intelligence according to Goleman? (C.O.No.3) [Knowledge]
4. Explain any 5 important types of Interviews. (C.O.No.4) [Knowledge]
5. Based on nature and duration of assignment classify the types of global recruitment and selection. (C.O.No.5) [Knowledge]

**Part B [Thought Provoking Questions]**

**Answer all the Questions. Each Question carries 10 marks. (3Qx10M=30M)**

6. Illustrate the Steps for developing effective recruitment and selection strategies. (C.O.No.4) [Comprehension]
7. Describe the important sources of recruitment. (C.O.No.2) [Comprehension]

8. Explain the objectives of employee induction with support of the stages of an induction program. (C.O.No.1) [Comprehension]

**Part C [Problem Solving Questions]**

**Answer both the sub Questions. Each sub Question carries 15 marks**

**(2Qx15M=30M)**

**9. Situation Analysis** (C.O.No.3) [Application]

You have been appointed as Human Resource Head for a Human Resource Consulting company with a manpower of 380. Company is planning to expand with a capacity of 800 opening branches in China and South Korea. Chairman of the company has empowered you to fill the talent required in the span of 25 days. 95 per cent of your clients are from telecom, tourism and education industry. You are looking to recruit sales representatives, human resource analyst and team leaders for supporting your clients requirements.

- a) How do you go about sourcing of potential candidates across the globe? Justify.

[15M]

- b) What scientific selection process do you adopt to select the best talent? Justify.

[15M]





## SCHOOL OF MANAGEMENT

Semester: End Sem 2019-20

Course Code: HRM202

Course Name: Recruitment and Selection

Date: 02-01-2020

Time: 3hrs

Max Marks: 80 marks

Weightage: 40%

### Extract of question distribution [outcome wise & level wise]

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2	C.O.2	Module 2		K								4
3	C.O.3	Module 3		K								4
4	C.O.4	Module 4		K								4
5	C.O.5	Module 5		K								4
6	C.O.4	Module 4					C					10
7	C.O.2	Module 2					C					10
8	C.O.1	Module 1					C					10
9	C.O.3	Module 3								A		30
	Total Marks			20			30			30		80

K =Knowledge Level C = Comprehension Level, A = Application Level

Note: While setting all types of questions the general guideline is that about 60%

Of the questions must be such that even a below average students must be able to attempt, About 20% of the questions must be such that only above average students must be able to attempt and finally 20% of the questions must be such that only the bright students must be able to attempt.

I hereby certify that all the questions are set as per the above guidelines.

[Name of faculty] *Dr. BALU.L Balu.c 13/12/19*

Reviewer's Comments:

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## Annexure- II: Format of Answer Scheme



### SCHOOL OF MANAGEMENT

#### SOLUTION

Semester: Odd Sem 2019-20

Course Code: HRM 202

Course Name: RECRUITMENT AND SELECTION

Date: 02-01-2020

Time: 3hrs

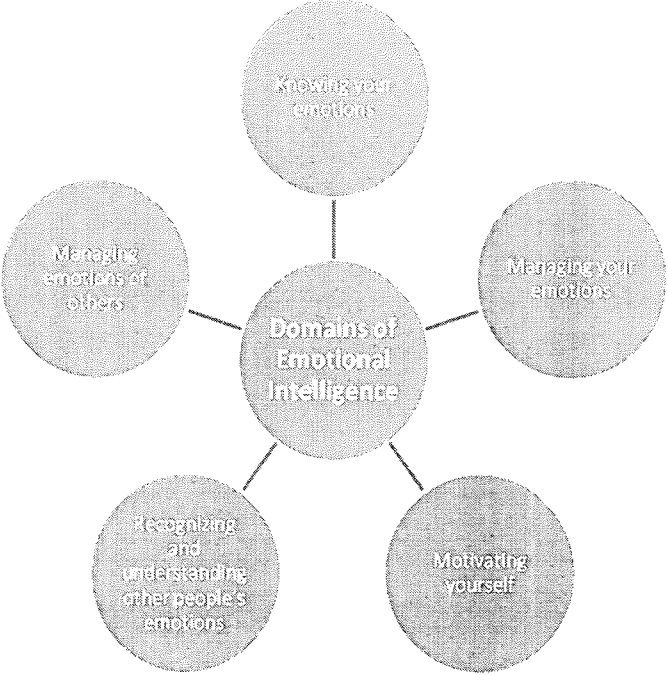
Max Marks: 80

Weightage: 40%

#### Part A

(3 x 2 = 6 Marks)

Q No	Solution	Scheme of Marking	Max. Time required for each Question
1	<ul style="list-style-type: none"> <li>• High cost of manpower replacement</li> <li>• Compliance with number of regulatory and institutional norms without comprising with the quality</li> <li>• Diversity neutrality</li> <li>• Ethical issues</li> <li>• Merit-based and bias-free recruitment with transparency</li> <li>• Strategic needs</li> <li>• Appropriate human resource planning</li> </ul>	Any 5 with explanation 5 marks	15 minutes
2	<ol style="list-style-type: none"> <li>1. To integrate planning and control of manpower with the organizational planning to ensure best possible utilization of all resources.</li> <li>2. To coordinate manpower policies of the organization. Recruitment and selection, training and development programmes, placement and induction programmes, promotion and transfer policies, decisions on remuneration and rewards etc.</li> </ol>	Any 5 differences 5 marks	15 minutes

	<p>3.To achieve efficiency of work in all spheres.</p> <p>4. To ensure cost minimization.</p> <p>5. To eliminate all types of wastages including waste of time.</p> <p>6.To maintain required levels of skill and competency, matching present and future needs of the organization.</p>		
3		<b>All 5 domains with explanation 5 marks</b>	<b>10 minutes</b>
4	<ol style="list-style-type: none"> <li>1. Panel Interview</li> <li>2. Depth Interview</li> <li>3. Stress Interview</li> <li>4. Formal Interview</li> <li>5. Group Interview</li> </ol>	<b>Any 5 with explanation 5 marks</b>	<b>10 minutes</b>
5	<ol style="list-style-type: none"> <li>1. Short-term assignment – For a maximum period of three months</li> <li>2. Extended assignment - Between three months and one year time frame</li> <li>3. Long-term assignment - More than one year</li> <li>4. Commuter assignment – Posting in difference countries with provisions for weekly or bi-weekly commuting between workplace and home. This is very common in European countries.</li> <li>5. Rotational assignment – When posting is done on rotation basis. This is commonly practiced by petroleum and oil companies for staffing their oil rigs in different countries.</li> <li>6. Contractual assignment – More common for IT companies in the form of deputing their employees to clients’ site.</li> <li>7. Virtual assignment – Followed for managing operations</li> </ol>	<b>Any 5 with explanation 5 marks</b>	<b>10 minutes</b>

in different countries from the country of origin. This is also followed in IT companies. A senior level project manager may operate from the home country, but can be assigned to manage operations in client sites, located in several other countries. Technology-enabled network structure can help in such assignment.

**Part B**

(4 x 5 = 20 Marks)

Q No	Solution	Scheme of Marking	Max. Time required for each Question
5			20 minutes
6	<p style="text-align: center;"><b>Sources of Recruitment</b></p>	<p>External sources-4marks Internal sources-6marks</p>	20 minutes
7	<p>Induction or orientation programme of an organization is a process to guide and counsel the employees to familiarize them</p>	<p>Objectives-5marks</p>	20 minutes

	<p>with the job and the organization.</p> <p>It helps to clarify the terms and conditions of employment, specific job requirements and also to inculcate confidence in the minds of the new entrants.</p> <p>Induction helps in achieving following objectives:          Introducing new employees with the organizational environment, mission, history, traditions, challenges, policies and expectations from employees          Creating a positive attitude in the minds of the new employees          Creating proper awareness to understand the business of the organization          Providing opportunity to interact with other fellow employees and also with other managerial employees of the organization          An induction programme essentially involves following steps:</p> <ol style="list-style-type: none"> <li>1. <b>General Orientation:</b> It includes guided tours in different departments of an organization, introduction with fellow employees, supervisors and executives, information about the organizations' mission, philosophy, achievements and future plans, etc.</li> <li>2. <b>Specific Orientation:</b> This is intended to help new employees to get acclimatized with their new work environment. The supervisor or the departmental boss of the employee takes him/her on round to his place of work and impart vocational guidance for his particular nature of work.</li> <li>3. <b>Follow-up orientation:</b> This orientation is conducted after some time of initial induction of an employee, i.e. Preferably within a period of six months or so. The purpose of such orientation is to give guidance and counsel to the employees to ensure that they are reasonably satisfied and gradually settling with the organization.</li> </ol>	<p>Stages of Induction-5marks</p>	
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**Part C**

(1 x 14 = 14 Marks)

Q No	Solution	Scheme of Marking	Max. Time required for each Question
8	<ol style="list-style-type: none"> <li>a) Sources of recruitment for all three clients and for all three roles. Preferably any 5 external sources should be recommended.</li> <li>b) Selection process for all three roles should be shown in a matrix form.</li> </ol>	<ol style="list-style-type: none"> <li>a) Any 5 external sources for 3 roles 15 marks.</li> <li>b) selection process of all 3 roles 15 marks</li> </ol>	60 minutes

